



## ***“GOT IT DONE AND MORE TO DO”***

Mayor Nickels began 2002 by launching a 100-day agenda focused on building confidence in City government. His agenda resulted in more than 120 initiatives to boost Seattle’s economy, ease traffic congestion, improve basic City services and strengthen community relationships.

Other highlights of the year included improving customer service and finances at City Light and developing a City budget which preserves core services while closing a \$63 million gap. Here is a summary of the Mayor’s 2002 accomplishments.

### ***“We’ve changed the way the City does business”*** **Mayor Nickels’ 2003-2004 Budget Highlights**

- **Solving a \$63 million budget problem.** The combination of a national recession, the local economic effects of the September 11 terrorist attacks, voter-approved tax limitation measures, and previous spending commitments created a gap of approximately \$63 million between projected General Fund revenues and the cost of continuing programs and meeting commitments for 2003.
- **Closing the Gap.** The 2003-2004 budget assumed a slow recovery from the current recession and complies with the Initiative 747 property tax revenue growth limit of 1 percent plus the value of new construction annually. Some fees were increased, but most of the gap was closed by spending reductions. The budget maintained funding for core services and redirects funding from administration to direct services.
- **Cutting Costs.** Spending reductions ranged from about 3 percent in the Police and Fire departments to more than 25 percent in departments such as Personnel and Executive Administration. This range of reductions reflects the Mayor’s goal of maintaining core City programs.
- **Eliminating Positions.** About 345 positions will be eliminated.
- **Looking to the Future.** The 2003-2004 Budget places the City on a sustainable track for the future, reflecting permanent changes in service delivery approaches and the reduction or elimination of some lower-priority programs. The budget also maintains the City’s commitment to strong financial policies and long-term planning. The Emergency Subfund is maintained at the maximum level allowed by State law so the City is positioned to respond to natural disasters or other emergencies. Other reserves for equipment replacement and major maintenance are funded in compliance with City policies.
- **City Light.** Under Mayor Nickels’ leadership, Seattle City Light has reduced spending by \$37 million and improved customer service. In May Nickels appointed a Blue Ribbon Task Force to give him recommendations on additional improvements at City Light. Based on those recommendations, the Mayor sent legislation to the City Council to establish a City Light advisory committee and will be hiring a utility expert on his staff. Some of the other improvements underway include updating the strategic plan and the risk assessment manual.

***“The foundation of a strong economy is a strong transportation system”***  
**Transportation**

- Advocated in Olympia and throughout Puget Sound for state funding for the Viaduct (State Route 99) and seawall.
- Advocated for the Monorail and sent legislation to the City Council to accelerate design and construction.
- Advocated for light rail by issuing permits to clear the site for a Sound Transit operations and maintenance base and authorized Sound Transit to widen the E-3 busway through the south industrial area of Seattle to accommodate light rail.
- Initiated a three-fold increase in sidewalk production in Seattle. Currently more than 500 miles of Seattle streets are without sidewalks.
- Developed a plan to pave more streets with fewer dollars in 2003.
- Installed Transit Signal Priorities at 14 locations in the Aurora Avenue North corridor to support eventual implementation of Bus Rapid Transit.
- Synchronized traffic lights in three key corridors so that all travelers, including buses, bicyclists, and pedestrians, can move through our transportation system more efficiently.
- Directed Seattle Department of Transportation to repair potholes within 48 hours, 100% of the time.
- Created a Transportation Management Association (TMA) in Seattle’s industrial area to lessen bottlenecks in zones with high freight traffic.
- Replaced 41 damaged and missing truck route signs and added new truck route signs throughout the City to assist drivers and the efficient movement of goods.
- Developed a plan that will improve major freight routes in Seattle.
- Restored funding for 28 Neighborhood Street Fund (NSF) projects that were previously awarded but whose funding was cut during the last budget process.
- Restructured the Seattle Transportation Department under new leadership to make it more effective and responsive to regional transportation challenges.



***“The City should be a partner, not a problem for business”***  
**Economic Development**

- Appointed an Economic Opportunity Task Force, which developed an aggressive action agenda to boost Seattle’s economy. Of the 69 recommendations from the Task Force, almost half are currently underway or completed.
- Launched \$9 million worth of improvements on the University “Ave.”
- Advocated for and worked on passage of the UW Master Plan, which recognizes the vital economic benefits of the University of Washington.
- Sponsored land use legislation for major expansion of Washington Mutual Bank in downtown Seattle.
- Established a business ombudsman to assist small and medium sized businesses with City permitting and regulatory processes.

- Initiated streamlining of construction permits, reduced wait-time to file a permit with DCLU from 4 weeks to 10 working days, set goals for 2003 of reducing review of small and simple permits from three weeks to 48 hours, and land use permit review time from 180 days to 120 days, and established a one-stop Master Business License in partnership with the State.
- Created legislation to fund earthquake repairs in Pioneer Square. The measure provides a \$15.5 million Section 108 federal loan pool and a \$1.75 million federal grant.
- Asked the Washington State Liquor Control Board to declare Pioneer Square an Alcohol Impact Area.
- Developed a package of decisions to “break the logjam” for the Northgate area. This initiative includes the siting of a library, park and community center and code changes to allow housing and commercial development to proceed.
- Created an incentive program for primary contractors to increase the use of women and minority owned businesses on City construction projects. Also developed a Contracting Development & Competitiveness Center to increase training and City contracting opportunities for women and minority owned businesses
- Increased opportunities for more than 450 people to find living wage jobs and help businesses meet their workforce needs through the Seattle Jobs Initiative.
- Worked to establish the Rainier Valley Community Development Fund to assist businesses impacted by light rail construction.

***“We need to reach those who may feel set apart.”***  
**Building Community**



- Maintained core services in the Human Services Department Budget.
- Developed a plan for covering seven of Seattle’s open drinking water reservoirs with underground reservoirs, creating 76 acres of open space for public parks.
- Developed a Children and Youth Strategy to more closely align

City programs and other programs with measurable results. The Youth Strategy is focused on improving school readiness and academic success, with the ultimate goal of holding City departments and non-profits accountable.

- Worked to secure passage of an \$86 million Housing Levy that will support affordable housing for more than 2,000 households.
- Expanded the distribution of the Seattle Human Services Department Flash Card, a discount/identification card that connects people with disabilities with services throughout Seattle.

- Directed the Department of Neighborhoods, and other City departments, to increase their emphasis on cultural and social issues. City departments will be looking for improvements in how services are accessed by citizens and delivered by City employees.
- Made City services more accessible by working with our employees to launch a pilot program in which Neighborhood Service Centers stay open on evenings and weekends.
- Launched the Clean Seattle Campaign which included coordinating citizen volunteers, City departments, and businesses to promote better stewardship of our City by cleaning parks, streets and removing graffiti.
- Created **684-CITY**, a one-stop, easy-to-remember phone number for service requests and complaints about City government.
- Launched a comprehensive environmental agenda.

***“There is nothing more important to a healthy society than public safety”***  
**Public Safety**

- Launched a comprehensive strategy to increase police accountability and reduce the potential for racial profiling.
- Launched a program to refocus the Seattle Police Department so that decisions – and the accountability for them – are made largely at the precinct level.
- Created the new Emergency Preparedness Bureau in the Seattle Police Department to unify critical functions necessary to planning for and managing emergencies ranging from earthquakes to terrorist attacks.
- Improved police accountability by making more information about Office of Professional Accountability investigations available to the public.
- Improved labor and management relationships with Police Guild.
- Developed a new 3-day training program for police sergeants and first-line supervisors.
- Provided more than 280 Seattle Police Department officers and sergeants with “street skills” training.
- Launched the Seattle Fire Department’s Community Involvement Project to form stronger ties with the City’s communities.
- Coordinated information to give to community and business groups about how to prepare for fire and medical emergencies.
- Accelerated development of a new firefighter training center to improve and expand training opportunities for our firefighters.



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